Research Paper

Investigating the Effect of Organizational Health on Organizational Citizenship Behavior

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Abstract

Organizational health is defined as the survival and compatibility of the organization with its environment and enhancing its ability for further compromise. It is considered as a basis of the organization and it also is known as one of the signs of management success in performing its essential functions. Therefore, organizations should provide conditions so that organizational citizenship behavior (OCB) could appear in a continuous way and it is just possible through organizational health. According to the importance of organizational health and OCB components, the current research, which is based on field study in Gilan's governmental agencies, investigates their relationship. It should be mentioned that the method was run in the current study is based on survey-correlation method. A sample of 53 employers received the questionnaires. The questionnaire's validity and reliability was determined in advance. Furthermore, the results of the study indicated a positive and significant relationship between organizational health and OCB.

Keywords: Organizational Health; Functional Needs; Survival Needs; Growth Needs; OCB

1. Introduction

Among the other organizational resources and facilities human resource has a special place and it is known as the most important base of the organization. As this resource includes ideal quality, the organization would probably remain in more success and progress. It should be mentioned that human resource progress in quality is absolutely necessary for an organization. Human as an organizational citizen is expected to go well and beyond the organization's role requirements in achieving the organization goals. In other words, OCB construction tries to identify, control, and evaluate extra-role behavior employees those who are active in the organization and due to such a

behavior of them the organization effectiveness improves. OCB is defined as "employee's voluntary behavior and it is not directly recognized through the organization's official reward system but it promotes the overall effectiveness of the organization" [1].

Today organizations need individuals those who desire to deal with existing norms and it's not acceptable for them to do the activities routinely and they should also be responsible in their actions. Organizational health is defined as the survival and compatibility of the organization with its environment and enhancing its ability for further compromise. It is considered as a basis of the organization and it also is known as one of the signs of management success in performing its essential

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functions. Niagur (1990) similarly used this term. He stated that thousand organs and physical elements of the body work coordinately to have a healthy human body. Hence to have an organizational health a set of managerial and interpersonal elements and activities also need to be considered. "Organizational health is a general term and it points out to the employees' point of view in their workplace, formal and informal relationships, employees' personality, the organizational leadership effect" [3].

The purpose of the present study is to investigate the relationship between organizational health and the employers' citizenship behavior in Gilan's governmental agencies. This study is also conducted to answer the following question: "Is there any significant relationship between the organizational health aspects (functional needs, survival needs, and growth needs) and OCB or not?" To achieve this goal the survey- correlation study is used in Gilan's governmental agencies.

2. Theoretical Views

2.1 Organizational Health

According to De Groot (2005) organizational health is almost a novel concept [4]. It is the organization's ability to do its functions effectively that leads to the improvement of the organization. "A healthy organization is a place where individuals desire to stay there, work, and be effective members" [5]. Miles defined health organization in 1969. He suggested a plan to assess the health organization and also noted that an organization is not always healthy. He commented that health organization refers to the survival and compatibility of the organization with its environment and enhancing its ability for further compromise [5]. Organizational health which is derived from psychological science indicates intellectual superiority and the organization involves such an organism which like human beings goes through a cycle and various routes of balance, health, illness, and death. Therefore the organization like human being could be cultural or uncultural, healthy or unhealthy. Organization's atmosphere provides circumstantial evidence of organization that is a movement between the two continua of sociology and psychology [6].

2.2 Organizational Health Models

Miles (1969) defined features of organizational health in providing three major needs i.e. (1) Functional needs, (2) Survival needs, and (3) Growth needs. And accordingly, organizational health aspects include the ten items of: adaptation, problem-solving competency, focus of goals, communication competency, maximum power parity, resource usage, integrity, spirit, independency, and innovation. The first three cases are part of the organization's functional needs; the next three cases are part of the organization's survival needs; and the remaining ones (innovation, independency, spirit, and integrity) are in the framework of growth needs [7] (Druker,1999).

1. Adaptation: shows the flexibility and compatibility of an organization in variable conditions.

2. Problem-solving competency: It does not point to the presence or absence of problems but it refers to a way in which the group or organization deal with issues.

3. Focus on goals: the goal of the system is rationally clear and acceptable for its members in a healthy and perfect organization. Focus on goals is known as a prerequisite but not sufficient. Goals should be achievable and include accessible benefits.

4. Communication competency: since in organizations the communication is face to face, information transfer within them is vital. It determines, after organizational health, that vertical and horizontal communication throughout the organization is rather free from complexity. In such an environment information is transferred with a minimum level of complexity.

5. Maximum power parity: in a healthy organization individuals can interact in favor of the organization and the distribution of interactions would relatively be balanced and employees can effect on employers. In such an organization intragroup conflicts to achieve power is not very important. Although intragroup conflicts could not be denied.

6. Resource usage: a healthy organization involves data is used effectively. General cooperation is in a form that individuals neither are overused nor underused. Individuals might work hard in a healthy organization but they are not under pressure. In fact, there is a coincidence between individuals' authorities and the role requirements.

7. Integrity: in a healthy organization there are some issues such as individuals' awareness of the organization's nature and goals, membership sense of the individuals in the organization and their sense of belonging to it, and participation in the affairs of the organization.

8. Spirit: this term is a part of prosperity or satisfaction. High spirit in the organization signifies the employees' sense of prosperity, satisfaction, and happiness.

9. Innovation: A healthy organization desires to innovate new methods, move toward new goals, change itself, and produce new products. In one word, it could be proposed as a system in growth, evolution and change instead of remaining in a standard position.

10. Independency: as a healthy organization responses external stimuli (out of the organization) flexibly, it displays coordinately a specific behavior against external demands [5]. All social systems for their survival, keeping safe and development should do the following four main functions [8]:

1. Adaptation: obtaining sufficient resources or the process of exploiting technical equipment to achieve goals.

2. Goal attainment: targeting and its implementation or providing organization's constant motion toward its goals.

3. Integration: cooperation and coordination between components and system's sub-units or the process of establishing and keeping appropriate social and emotional relationships among individuals who cooperate directly in the process of goal achievement.

4. Latency: establishing and keeping culture and unique values of the system.

An organization should provide two groups of needs: (1) instrumental needs including goal achievement and (2) verbal needs containing latency, consistency, and integration. According to the results of statistical research that was based upon the evaluation of organizational health in Department of Higher Education, De Groot (2005) presented ten components for the organizational health [4]:

1. Communication: A safe organization contains a sufficient relation and it facilitates the constant relation between the employees and also between employers and employees. The relation should be established reciprocally and fearlessly and in different levels of the organization.

2. Involvement: A safe organization forms when all levels of employees share in the process of decision-making. Employees make a sense of ownership if they involve in the organization's improvement.

3. Loyalty and Commitment: in this way, there is an interpersonal trust in a safe organization. Employees are proud of uttering where they work and what they do. Individuals wait eagerly to go at work and they feel their organization is a suitable place to work. They also participate desirably in meetings.

4. Spirit: what is vital for a safe organization is existence of a high spirit and it is presented through a friendly atmosphere in which employees generally love each others and their job and do it seriously and eagerly.

5. Organizational Reputation: a safe organization is the reflection of a sense that it includes a good reputation. Employers and employees cooperate in communication improvement with groups out of the organization. A safe organization enjoys the considerable reputation both inside and outside of it.

6. Ethics: employees intend to value outstanding traits and not to give a place to politics in the organization. In other words, there is no unethical behavior in a safe organization.

7. Performance Appreciation: a safe organization is a place where employees are encouraged and supported to use their talents. They feel valuable and they are appropriately appreciated in the atmosphere of gratitude and affection for their success.

8. Targeting: In a safe atmosphere organizational goals are fulfilled and the relationship between goals and functions is clear. In such a safe atmosphere employees have been participated properly in targeting and they can easily recognize the goals of the organization.

9. Leadership: in a safe organization leadership communication undertakes an important role. They are friendly in their behavior but they act well.

10. Development: a safe organizational workplace often tries to establish a level of support than training and development. Official planning should be facilitated and the employees should take part in planning and there should be a budget for supporting developmental efforts.

11. Resource Utilization: to have a safe organizational environment appropriate use of resources is essential. Employees should feel that resources and facilities with the expectations of success divided among them appropriately and compatibly.

OCB

OCB includes a variety of formal and voluntary contributions that the employee has done or refused to do as a free individual regardless of sanctions and formal rewards [8]. Robinson and Judge (2007) believed that OCB is a behavior based on personal discretion and it is not a part of the employee's personal needs but it increases the organizational effectiveness in order to meet the interests of the beneficiaries [9]. LePine and Johnson (2002) defined OCB as willingness to collaboration and being useful in organizational settings [4]. Mackenzie and John (1998) also claimed that OCB is employees' consciousness and voluntary behaviors that directly develop levels of organizational effectiveness regardless of the employees' productivity [10]. OCB is the employees' voluntary behavior that is not a part of their official duties and it is not considered directly through the official system of rewards. However, it increases the overall effectiveness of the organization [1]. OCB is also defined as a kind of behavior goes beyond the predetermined official functions by organization. This behavior is intrinsic and its reward is not directly placed in the set of

organizational official rewards structure but it is of great importance in promoting effectivity and the organization's successful function [11].

OCB Models

Spontaneous behavior can exceed organizational standards and above the norms like mechanism of reward and punishment help the organization and individuals in order to achieve the interests [9]. Smith proposed five dimensions of OCB. This proposition resulted in five- factor model consisting of conscientiousness, courtesy, altruism, sportsmanship, and civic virtue (Figure 1)

- Conscientiousness: consists of behaviors that go well and beyond the minimum role requirements of the organization.
- Courtesy: has been defined as polite behaviors that aim at preventing work-related conflicts.
- Altruism: consists essentially of helping behaviors that is followed by an individual in order to help some employees in doingtheir organizational duties.
- Sportsmanship: it has been defined as a sportsmanlike behavior that prevents from complaining in workplace.

Organ expressed the following five factors as the dimensions of OCB:

Conscientiousness comprises various types and in which the members of the organization show particular behaviors go beyond the minimum role requirements of the organization. Organ also believes that those who have progressive citizenship behavior continue to work in the worst conditions and even in sickness and disability. This indicates their high sense of conscientiousness. The second dimension, altruism, refers to useful and profitable behaviors like making intimacy, empathy, and compassion among colleagues that

help directly or indirectly those employees have problems in their work. However, some of the citizenship behavior scholars such as Podsakoff put the dimensions of altruism and conscientiousness in the same category and call them "helping behavior". The third dimension of citizenship behavior is called civic virtue containing behaviors like participation in extracurricular activities, supporting presented developments and changes by the organization's employers, tendency to read books, magazines and increasing general knowledge, emphasizing posters and announcements in the organization to inform others. Accordingly, Graham believes that a good organizational citizen should not only be aware of the organization's day topics but also give comments on them and participate actively in solving them. Sportsmanship or tolerability is the fourth dimension of citizenship behavior and it refers to tolerance against desired positions without objection, dissatisfaction, and complaint. The last dimension of organizational citizenship behavior is reverence. It states how individuals deal with their colleagues, employers, and audiences. Individuals who behave reverentially toward others have progressive citizenship behavior.

Then Organ remembers that all the five dimensions might not occur simultaneously. For instance, those who are conscientious might not always be altruist or some of these dimensions such as altruism and conscientiousness might be a kind of tactic to put the organization's employers under pressure. It means the employees by following these dimensions attempt to effect on the employers' decision-making process to promote or receive rewards. In this case, employees change their roles from being a "good soldier" into being a "good actor"(Figure 2).
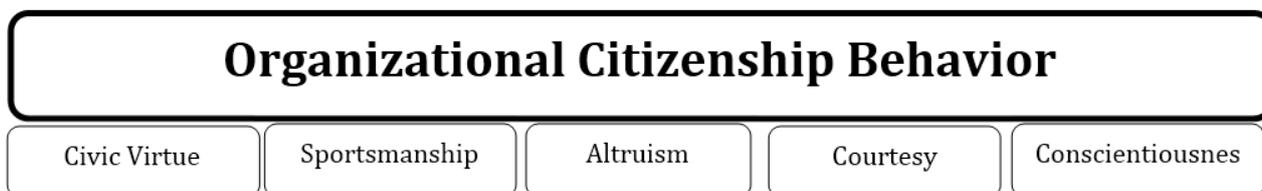

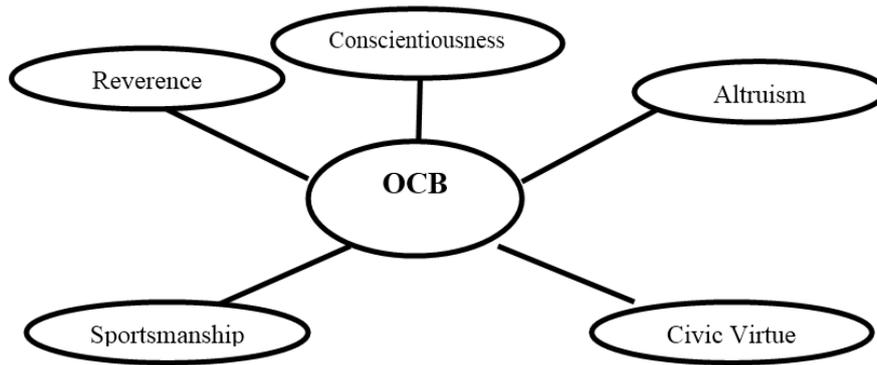**Figure 1.** OCB Models by Smith [9].

Figure 2. Organ's OCB Dimensions (Sobhani Nejad, 2010).

Figure 3. Graham's OCB Dimensions (Sobhani Nejad, 2010).

Graham believes that citizenship behavior in the organization has been divided into three categories organizational participation:

Organizational Compliance: describes those behaviors that their necessity have been identified the have been accepted in a reasonable construction of discipline. Indicators of organizational compliance are behaviors like respecting organizational rules, performing tasks thoroughly, and fulfilling responsibilities based on organizational resources.

Organizational Loyalty: differs from self-loyalty, loyalty to other individuals and organizational units. It expresses the rate of the employees' dedication in the interests of the organization and the organization's protection and defense.

Organizational Participation: comes true through the employees' active participation in organization management such as attend meetings, share ideas with others, and be aware of the organization's current issues [5].

Van Dine, Graham, and Dan Cech (1994) in a field study have represented that participation includes the following three dimensions (Figure 3):

Social Participation: indicates the employees' active involvement and their participation in organizational activities.

Supportive Participation: is the employees' desire to discuss and challenge dynamically to improve the organization and it appears through the activities like suggestion, innovation, encouraging individuals to freely express their opinions, presenting innovative suggestions to colleagues, encouraging employers to get extra information based on the knowledge of the day and employees encouragement to participate in organizational meetings.

Practical Participation: describes employees participation beyond the role requirement standards of the organization [9].

Theoretical Framework

In the current study health organization is the independent variable based on Miles model. Miles (1969) defined features of organizational health in providing three major needs i.e. (1) Functional needs, (2) Survival needs, and (3) Growth needs. And accordingly, organizational health aspects include the ten items of: adaptation, problem-solving competency, focus of goals, communication competency, maximum power parity, resource usage, integrity, spirit, independency, and innovation. The first three cases are part of the organization's functional needs; the next three cases are part of the organization's survival needs; and the remaining ones (innovation, independency, spirit, and integrity) are in the framework of growth needs. And the dependent variable of the present study is OCB based on Organ's model. As mentioned above, the conceptual model of the study is as follow:
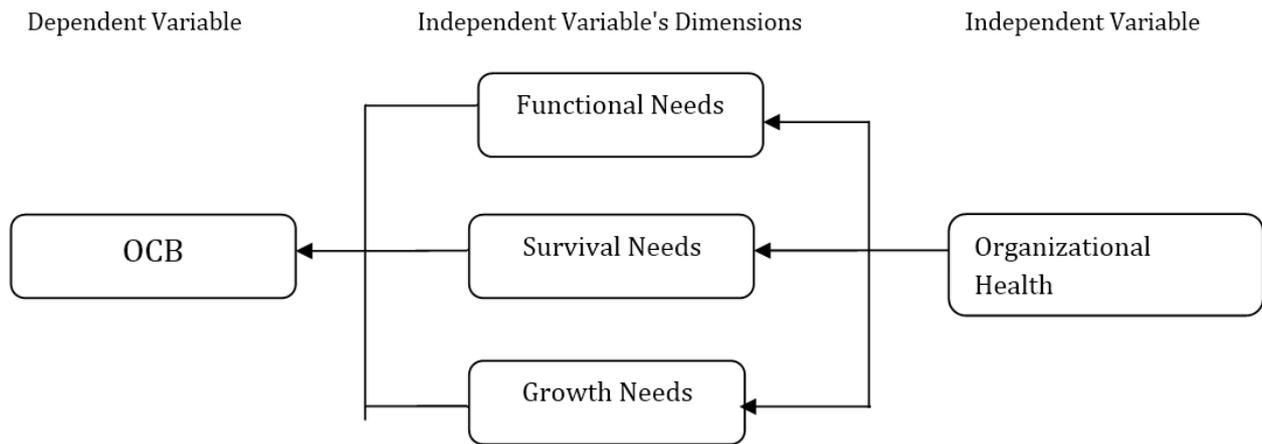
Dependent Variable   Independent Variable's Dimensions   Independent Variable

Figure 4. Conceptual model of the study

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Research Hypotheses

Primary Hypothesis: There is a relationship between organizational health and OCB.
Secondary Hypotheses:
1. There is a relationship between functional needs and the employers OCB.
2 There is a relationship between survival needs and the employers OCB.
3. There is a relationship between the growth needs and the employers OCB.

Methodology

To accomplish the objectives of the present study the descriptive- analytical design emphasizing correlation was employed. It should be mentioned that this research is based upon applied study. The main instrument for data collection was utilized for the purpose of this study is questionnaire which accordingly to consider the variables 30 questions with a five-point Likert scale for measuring organizational health and 20 questions with the same 5-point Likert scale for measuring OCB was respectively employed. To check the reliability of the questionnaire about 30 questionnaires were applied and the employers were pretested. Then through the obtained data of the questionnaire the reliability coefficient of Cronbach alpha was computed which was 86% for functional needs, 87% for survival needs, 90% for growth needs, and 85% for OCB respectively. After data collection descriptive statistics of Pearson correlation was used for the inferential analysis of data in relation to research hypotheses.

Results

1. The first hypothesis was considered through Pearson linear correlation coefficient test and it was disappeared that there is a relationship between functional needs and employers OCB. The correlation coefficient proved to be 53% that was significant at the 0.05 level. Therefore, it could be resulted that there is a significant and positive relationship between functional needs and OCB.
2. Next the second hypothesis was considered through Pearson linear correlation coefficient test. It was recognized that there is not any relationship between survival needs and the employers OCB. The correlation coefficient was determined to be 27% that was not significant at the 0.05 level. Therefore, there is no significant and positive relationship between survival needs and OCB.
3. After that the third hypothesis conducted through the Pearson linear correlation coefficient test indicated there is a relationship between growth needs and the employers OCB. The correlation coefficient was calculated to be 60% which was significant at the 0.05 level. Therefore, it could be mentioned that there is a significant and positive relationship between growth needs and OCB.
4. Finally the primary hypothesis was considered through Pearson linear correlation coefficient test showed that there is a relationship between organizational health and the employers OCB. The correlation coefficient was estimated to be 53% that was significant at the level of 0.05. Therefore, it is said that there is a significant and positive relationship between organizational health and OCB.

Discussion and Conclusion

According to the primary hypothesis, it is observed that there is a relationship between organizational health and OCB and it is suggested to the governmental agencies of Gilan to improve the employees OCB see the organizational health as an effective and essential tool.
1. Based on the first hypothesis result that was observed to be a positive and significant relationship between functional needs and the employers OCB in governmental agencies it is suggested that the employers should improve OCB through the distribution of appropriate power,

communication competency and also through focusing on goals.

2. According to the result of the second hypothesis which was not proved a positive and significant relationship between survival needs and the employers OCB in governmental agencies. In fact, this variable does not effect on OCB.

3. At last, the third hypothesis showed a significant and positive relationship between growth needs and the employers OCB in governmental agencies. It is recommended that the employers should improve OCB through promoting innovation, independency, adaptation, and problem-solving competency.

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